

TWO **UNTAPPED**  
TALENT POOLS

**HOWARD ROSS: DON'T STOP WATCHING  
AND DON'T STOP TALKING**

THE LANGUAGE  
OF **INCLUSIVITY**

# INCLUSION

FALL 2015 + ISSUE 1

*Creating Globally Inclusive &  
Culturally Competent Workplaces*

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**INTEL'S**

**ROSALIND  
L. HUDNELL**

Leading the charge  
on implementing  
inclusive practices



## Rosalind L. Hudnell, VP, Human Resources, and CDO, Intel Corporation

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**S**INCE 1996, ROSALIND HUDNELL HAS been one of the drivers behind Intel's community, employee, and D&I initiatives. Currently, she is leading Intel's Diversity in Technology Initiative, a \$300 million effort to reach the full representation of market-available talent in the company by 2020.

As Intel's chief diversity officer, Hudnell has held various management positions in community and government relations, charitable contributions, media outreach, employee volunteerism, and workforce development. She makes sure that diverse employees are not only

hired at the semiconductor giant but that they also feel accepted and stay. Under her watch, Intel has developed 29 employee resource groups, with more than 140 chapters around the world. As Hudnell likes to say, "Driving diversity isn't rocket science. It's harder. We are trying to do inside our walls what society is still trying to do outside our walls."

Hudnell's work extends far beyond the company's headquarters. Hudnell led the development of the 10k Engineer's Initiative for the President's Council on Jobs and Competitiveness and served as a consultant to the development of the documentary film *Girl Rising*. She is also widely known for directing the implementation of the Intel Computer Clubhouse Network, an award-winning program that brings leading-edge technology to underserved youth around the world.

**Inclusion:** Tell us about your greatest success at Intel.

**Rosalind Hudnell:** Success, for me, has been a journey of big wins and small steps that have collectively added up to progress. When Intel announced our commitment to reach full representation by 2020, backed with a \$300 million investment, many told me I had achieved the ultimate success as a CDO. But I have seen it as a journey of influencing how diversity is valued as critical to the business. In the end, it's about people and opportunity. When I started on this journey 10 years ago, Intel had zero—yes zero—black or Hispanic VPs, and now we have 18. We had very few women VPs—now we have 71, globally. I see diverse talent running major organizations. The business case is alive and well at Intel through great talent delivering impactful results. The fact that I was able to drive that in partnership with a phenomenal team of committed leaders is so fulfilling. Yet, we still have a lot of work to do, so I'm not ready to say it's my greatest success. When we reach our full representation goal, that will be my true success story.

**IN:** How has your approach to D&I changed over the last 10 years? How have the field and thinking and best practices changed around diversity and inclusion?



**RH:** When I first started in this role, we had to build both the foundation and the systems to track our workforce data and then set goals based on availability and representation. As part of an engineering company, I had to get deep into the science and analytics to drive change. We started key programs and began to grow the efficacy and scale of things like employee groups as well as diversity, micro-inequity, and unconscious bias training. At the time, our outreach to diverse organizations and recruiting at HBCUs and HHCU was limited. Over time, my approach has evolved into one of stronger leadership across the entire organizational platform and in seeking ways to be more innovative, such as using not just data scientists but also neuroscientists to help think about behavior change. Whereas before we were focused on driving unconscious bias training for awareness, my role now is more focused on impacting behavior through our systems, like hiring and promotion selection, to remove any potential unconscious bias.

**IN:** How do you measure success in terms of diversity and inclusion? Retention? Organizational alignment? Participation in inclusion activities? What else?

**RH:** Historically, we counted participation in activities. Now we count the results. Are we hiring at full representation? Are we promoting at full parity? Are our employees engaged, and do they experience our work environment and their managers in ways that role-model our

expectations? We no longer grade the activity for the test—we grade the test. Bottom line, are we growing our representation throughout the entire organization?

**IN:** How has the accelerated globalization in recent years affected your D&I strategies?

**RH:** For Intel, we have driven a global strategy for more than a decade. We had goals for technical females in India, Israel, and Ireland 12 years ago. Our employee resource programs went global 10 years ago. People used to say the word diversity was a US term and one that wouldn't travel overseas. That is not the case now. Diversity as a term and function has become global. The difference is that while it was historically focused on gender, it is emerging in other ways with a focus on LGBTQ, race, and socioeconomic status. Bringing differences together to innovate and deliver business results for Intel is incredibly global. The United States has the infrastructure and expectations to track, measure, and set clear goals, as does the EU in regard to boards and South Africa and Malaysia in terms of race and ethnicity.

**IN:** How do Intel's employee resource groups fit into the large puzzle that is a complex corporation?

**RH:** Intel's industry-leading employee resource group program includes 29 different resource groups with over 140 chapters located worldwide. Groups are based on race, ethnicity, gender, gender identity, and/or a common belief

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*Above right:* Rosalind L. Hudnell with Rev. Jesse Jackson. *Above left, front row:* Sharon Brogdon, Rosalind Hudnell, Trudy Bourgeois; *second row:* Barbara McAllister, Sherri Madison, Marne Dunn; *third row:* Pia Wilson-Body, Lakecia Gunter, Crystal Sayles and Sherida McMullan

**D&I is now a business priority with weekly indicators going to our CEO, and he is holding the entire leadership team accountable.**

or affinity, including faith. ERGs play a key role in connecting current employees and recruiting new talent to Intel. Intel's Gay, Lesbian, Bisexual, or Transgender Employees (IGLOBE) group has taken the lead in producing a short video with a message to LGBTQ youth facing harassment, bullying, and unacceptance. The video features IGLOBE members sharing their stories and reminding youth that they are not alone. Earlier this year, Intel proudly displayed a specially designed Gay Pride community rainbow flag with Intel's logo showing Intel's support for the LGBTQ community.

**IN:** How important is board diversity? Would a diverse board make your path to reaching your desired outcomes smoother?

**RH:** We believe that our business accomplishments are a direct result of the efforts of our diverse employees around the globe, and that our global and diverse employees better understand our customers' needs, and better tailor products to meet those needs, ultimately advancing Intel's global leadership position. This extends to our board of directors.

**IN:** Would you say that Intel exhibits a culture of inclusion? If you think it can improve, what are some of the challenges and how are you working to overcome them?

**RH:** Intel strives for a culture of inclusion, but I also say, "You can't include those whom you don't have." The underrepresentation in our industry may drive people to feel isolated, so

individuals may not feel that the culture is inclusive enough for them.

**IN:** How will your role change in the next five years? Will more be expected of CDOs—and how so?

**RH:** My role has evolved fully to one which must drive vast integration in our strategies and systems to scale our focus on inclusion across the entire organization. CDOs will need to strengthen our data analytics and market insights. I consult and lead work not just across HR but also across internal and external communications, marketing, business units, supplier diversity, investor relations, government relations, and employee engagement. Effective CDOs must truly be equal partners with other C-suite executives and bring a high level of business acumen, innovation, and design thinking to the table.

**IN:** For a number of years practitioners of diversity and inclusion have been making the business case for D&I. Do you think this message is sinking in? Does Intel's leadership view a culture of diversity and inclusion as a competitive advantage?

**RH:** For Intel, the business case has been clear for more than a decade. That is when we started publicly publishing our EEO-1 workforce data and published our first diversity report to our global employee base. We began to take goals and measure our progress against them. We implemented training programs and launched the Intel Network of Executive Women and the Intel Black Leadership Council and Hispanic Leadership Council to increase mentoring and sponsorship. We increased our involvement with HBCUs and HHCU and funded more student scholarships.

The turning point was when we looked at all that we had been doing and recognized that while we had made progress, we still weren't where we wanted to be. The reality was that we had not held ourselves fully accountable with a measurable, specific deadline, and D&I was still too driven by human resources. It's now a business priority with weekly indicators going to our CEO as for any other strategic business area—and he is holding the entire leadership team accountable. That is a game changer. **IN**

A group of Intel employees in Malaysia.

